



TIG

Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

NOVEMBER - DECEMBER 2001

OSI

*It's all about
aerospace power*

AFDART

*Drug abuse reduction
and OSI*

Community Prevention

*What medical
inspectors look for*

NAF

*Instrumentalities
and funds*

PLUS

Crime • Audits • Eagle Looks

TIG Bits • History Brief

OST MISSION

Signature article

4

NAF

Entities and funds

14

AFDART

Drug abuse reduction

MSEP

Update from AFMC

21

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FROM THE TOP



The horrific events of September 11th are etched into the minds of Americans everywhere and, in many ways, life in America has changed forever. However, as some things change, some things will remain the same.

In the military, important issues like readiness have not changed. Our military has always stressed the critical requirement for our men and women to be prepared to carry out the Nation's bidding when required, and this crisis has sharpened our focus on that obligation. As President Bush said to the Military in his recent address to Congress, (we must) "be ready."

Readiness has always been and will continue to be an Air Force hallmark.

One of the ways we ensure readiness across the Air Force is through compliance inspections.

Compliance inspections provide visibility not only over a unit's compliance with laws, directives and AF instructions, but they also assess a unit's focus on mission capability and enabling support.

Compliance inspections have been around for a long time, and many of us have seen our share of variations in what constitutes thorough compliance

inspections.

Last winter, after reviewing the Air Force compliance inspection guidance in Attachment 6 of AFI 90-201 and each major command's supplements, it was clear that our guidance did not provide sufficient measures of the effectiveness/efficiency of units—and there were remarkable differences between MAJCOM compliance inspection programs. Most notably, there were clear indications that some units had developed significant problems and degraded mission effectiveness as a result of non-compliant activities. In a few cases, this non-compliant activity could have resulted in serious damage to equipment, injury or even loss of life. It was also clear that frequency of inspections was a significant factor in some of these units' degraded performance.

MAJCOM IGs, during our semi-annual IG Conference last November, agreed and established a way ahead to revamp Air Force-level guidance.

SAF/IGI and the Air Force Inspection Agency (AFIA) developed and coordinated a list of Common Core Compliance Areas (CCCA) with the MAJCOMs and the Air Staff functionals. This list of CCCAs

contains areas which apply across the Air Force and merit independent, objective compliance inspections by MAJCOM IG teams. The list addresses a range of key functions from disaster response, civil engineering, munitions, and plans and programs, to communications, security, safety, personnel and logistics. MAJCOMs will supplement these common areas as required.

We incorporated this list of CCCAs, as well as key guidance on frequency and grading of compliance inspections, in the 2001 version of AFI 90-201.


MAJCOM IG teams will work with their functional staffs to modify inspection checklists appropriately and implement the new guidance as soon as possible.

These new compliance inspection areas will improve our focus on mission capability and enabling support, which, in the end, are key to readiness.

A stylized, handwritten signature in black ink, appearing to read "Ray Huot".

RAYMOND P. HUOT
Lieutenant General, USAF
The Inspector General

OSI: It's all about aerospace


Brig. Gen. Eric Patterson
Commander, AFOSI

The most visible change in OSI since *TIG Brief's* annual OSI edition last year may be the new face accompanying this article. I was extremely proud and honored to take command of this exceptional organization in May, and it's been a joy to lead the great men and women who comprise the command ever since.

A fair amount of new blood came on board shortly after I did, and we immediately capitalized on this invigoration of new faces by reminding ourselves why we come to work each day ...

Very simply, it's to help enable the Air Force to project aerospace power anywhere in the world!

That's a simplification, of course, but the simplification serves a purpose: to constantly remind us why we're here.

We don't bust drug rings because we like to do undercover operations.

We don't investigate murders, assaults and larceny because it's gratifying to send miscreants to jail.

We don't investigate contractor fraud just to save money.

We don't ferret out terrorists and spies because it's exciting.

We don't thwart computer hackers and cyberterrorists because of a fascination with ones and zeros.

And, we don't perform protective service operations for senior leaders because

it's cool to strut around with sunglasses and earpieces.

I won't argue that our agents don't find significant gratification in their work, but the real reason it's done is to advance the mission of the Air Force.

When we bust a drug ring we keep the minds and bodies of our troops clear and capable to do their jobs of working with America's most advanced warfighting technologies.

When we solve a murder, assault or larceny investigation, we eliminate the corrosive influence of immoral, unethical—or dangerous—people from our ranks. Good order and discipline count!

When we halt contractor fraud, we ensure the components of an aircraft, satellite, missile, computer system or parachute harness, etc., meet their intended specifications and aren't swapped out for inferior parts that will fail when needed. Fraud is about Air Force lives and mission capability far more so than saving dollars!

When we detect a terrorist cell in the final planning stages, or expose a spy from within our midst, we save lives and protect our most valued secrets and technologies. Terrorists are



at war with us every day of the year—spying has increased, not decreased, in the post-Cold War era!

When we take computer hackers out of commission and identify the insider threat, we ensure that our critical command and control information systems are up and ready when we need them, which is 24/7.

And, when we escort senior leaders through potentially risky situations ... well, OK, our agents do get a kick out of the sunglasses and earpiece routine, but at the same time we ensure our leaders are able to perform their critical tasks in secure environments with minimal disruption.

All these things lead to what? Frontline Air Force

mission capability!

During my tenure as the OSI commander, my leadership team and I will couple this command to that principle.

And we'll spread that word outside OSI, as well, from the highest levels of the Air Force to the newest recruits. Many of our agents may dress in a different uniform (business suits and ties instead of flight suits and BDUs), but our blood is just as blue, and our goal is everyone else's goal—it's all about aerospace power. ♦



EDITORIAL DEADLINES

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CRIME in the Air Force

Maj. Michael Richmond AFOSI/PA DSN 857-0989



Crimes Against Children

A general court-martial convicted a staff sergeant on seven counts, most of which related to sexual crimes against a child and creating, possessing and transmitting child pornography. In addition to a 40-year prison sentence, he was reduced to E-1, given a bad conduct discharge, and forfeited all pay and allowances.

The Rockland County, N.Y., computer crimes task force caught the NCO in an Internet chat room attempting to arrange a sexual liaison with someone he thought was a 14-year-old girl. "She" was really a county investigator, who, upon learning the NCO's identity, contacted OSI through the U.S. Attorney's Office in Newark, N.J. An interagency sting operation that involved OSI Detachment 307 at McGuire AFB, N.J., led to a Rockland County mall, where the NCO was led to believe he was meeting the 14-year-old. He met, instead, a swarm of law enforcement officers who arrested him as

soon as he identified himself to the "girl," who was actually a deputy sheriff.

On the day of the arrest, searches of the NCO's home netted more than 5,700 pornographic images, most of which featured children, and a 15-minute video clip of him engaging in sex acts with a 6-year-old girl from a youth soccer team the NCO coached.

Ecstasy and Other Drugs

The central figure of a multi-subject drug investigation at Peterson AFB, Colo., was found guilty of 10 drug-related charges.

The senior airman was sentenced to five years' confinement, a dishonorable discharge, reduction to E-1, and forfeiture of all pay and allowances for using and distributing LSD, ecstasy, marijuana and ketamine. The case was the first to go to trial of 17 interconnected drug cases stemming from information provided to OSI Det. 803 by a confidential informant in July 2000. The informant said troops were showing up for

duty under the influence. All of the cases await resolution in the justice system.

Man-slaughter

An airman at Spangdahlem Air Base, Germany, was found guilty of assault with the intent to commit voluntary manslaughter and assault and battery. She was sentenced to 14 years' confinement, reduction to E-1, forfeiture of all pay and allowances, and a dishonorable discharge.

The charges stemmed from an altercation in the base armory, where she removed a 9mm pistol from a weapons rack, chambered a round and threatened to shoot two security forces troops. One of the airmen shot her in self-defense. The airman was off duty at the time.

Two OSI special agents found there was an abusive relationship between the offender and the one who shot her. (Courtesy USAFE News Service)

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. OSI's focus is to maintain an effective fighting force by deterring contractors from providing sub-

standard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud OSI investigates involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.

Recent AUDITS

Mr. Ray Jordan AFAA/DOO DSN 426-8013



Computer Equipment Management

A review of government-owned computer and communications equipment at one installation disclosed questionable or improper uses of funds, and a lack of accountability.

For example, computer support personnel spent over six times as much as necessary to develop a local tool accountability system instead of implementing the existing Air Force system.

Also, personnel purchased graphics equipment and supplies without required major command or Air Force coordination and approval, causing the activity to spend 12 times as much for graphics capability.

In addition, 263 computer equipment items valued at \$115,000 could not be located.

In response to audit recommendations, management initiated action to implement the Air Force tool accountability system, turn in unneeded computer equipment, investigate

missing equipment and correct accountability records.

Management's corrective actions should save the Air Force approximately \$258,000 and improve computer accountability and safeguarding procedures.

Report of Audit DE001025

Weapons Range

Weapons custodians at a training wing did not always follow prescribed weapons accountability procedures and did not properly dispose of munitions residue.

For example, 568 excess M-16 rifles were transferred in May 2000 but remained on accountability records, and the M-16A1 rifle in-use inventory was overstated by 1,050 weapons. Also, on-hand stored munitions exceeded the amount authorized on the Explosives Safety License.

During the audit, management personnel promptly researched the discrepancies and corrected the accountability records, and implemented procedures to physically inven-

tory weapons semi-annually and reconcile results to accountable records.

In addition, personnel turned in 1,600 excess rounds of 12-gauge ammunition to bring the on-hand total within authorized limits.

WR001022

Due-Out Validations

Unit equipment custodians at a U.S. Air Forces in Europe base did not effectively manage the due-out validation process.

Specifically, equipment and supply custodians did not effectively review outstanding due-outs and cancel orders for unneeded items.

In response to audit, management personnel immediately canceled due-outs for unneeded items, potentially saving the Air Force \$3.2 million.

Additionally, management issued guidance to all unit custodians that reiterated the importance of thorough due-out validations and included specific procedures to improve the validation process.

ER001038

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies

of these reports or a listing of recently published reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing requests to reports@pentagon.af.mil; writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page, www.afaa.hq.af.mil.



HSIs

The Air Force Inspection Agency, as the principal action arm of the SAF/IG's inspection system, conducts Health Services Inspections. HSI's are compliance inspections of the medical programs and facilities of active-duty and Air Reserve Component units. Below is HSI-related information that military treatment facilities will find useful and even essential in their ongoing preparations for visits by AFIA's HSI teams.

Col. (Dr.) Don Geeze AFIA/SG2 donald.geeze@kafb.saia.af.mil

Sustained Performance Odyssey has been in place for nearly a year.

SPO is the short-notice system of medical oversight by the Air Force Inspection Agency and JCAHO, the Joint Commission on Accreditation of Healthcare Organizations. Here is a summary of the good and not-so-good consequences we've seen since starting.

HSI (Health Services Inspection) and JCAHO scores are often seen as extremely important measures of medical unit performance and individual management performance. Scores are indeed important in that they do offer an estimation of medical unit performance (and, by inference, management performance), although they are only a part of the HSI process.

The other less obvious role of HSIs and JCAHO surveys is to provide leadership, both medical and line, with "the big picture" of how well the Air Force Medical Service (AFMS) is performing its assigned tasks, and which, if any, AFMS programs or systems are not functioning as advertised.

Short-notice inspections

were begun to give leadership more accurate information on the AFMS, as well as to minimize the impact of the inspection process on units in the field. There is good evidence to support attainment of the first objective.

After disappointing early results on both HSI and JCAHO assessments, nine more inspections saw scores rising to pre-SPO levels. Even including the initial low scores, the mean HSI score for calendar year 2001 is about the same as in past years. JCAHO scores have likewise not decreased significantly from the past. Another point to consider in comparing mean HSI scores is that some of the facilities we've inspected so far were generally those that scored lowest during their last HSIs. Remarkably, one unit which scored poorly a few years ago increased its score to near-perfect—the greatest improvement in score in the history of the HSI process.

One problem inspectors have encountered is the mistaken perception that since inspection dates are no longer strictly set by the JCAHO, they are nego-

tiable. This has caused a great deal of extra effort and misunderstanding, particularly at the major command level. SPO scheduling is a joint process with AFIA and the JCAHO; JCAHO has the final say. JCAHO criteria for postponing a survey are very circumscribed; in essence, to be granted a postponement, a unit will have to undergo a major disruption in personnel or physical plant (half of staff quit, clinic burned down).

JCAHO has graciously accepted the realities of Air Force medicine, which include deployments and real-world contingencies that would interfere with the oversight process, or vice versa.

AFIA also has criteria for postponement, which are noted in the introduction to the HSI Guide. We will not schedule an inspection concurrent with another major inspection involving 40 percent or more of the medical unit. We also consider real-world operations and, most importantly, the impact our process may have on the people in the medical trenches.

In contrast to the old days of
continues next page

HSIs

From facing page

HSIs, the SPO process is designed to minimize the impact of oversight on medical units. Inspectors and surveyors are on-site for only three or four days, and medical personnel are only involved for less than two days (and only a few hours per person on each day). Wing commanders receive an inbrief and outbrief for a total of less than an hour.

As the process evolves, the footprint could decrease further.

Another issue is the continued practice by some commanders of canceling all leaves and TDYs once notified of a SPO. This defeats the goal of minimizing our impact on people doing the work. It also suggests a lack of readiness on the part of the unit. We assess how units

function on a normal basis.

Behaving abnormally in preparation for an inspection not only reflects undue anxiety on the part of leadership, but also perpetuates the belief that an inspection is a “show,” and that medical units work for AFIA. We hope to dispel these beliefs as the SPO process continues and evolves. ♦

ASK the IG

SAVs by Inspectors?

Q • Can subject-matter inspectors come to my unit and conduct a staff assistance visit?

A • While nothing precludes major command IG-assigned inspectors from coming to your unit to conduct a SAV, MAJCOMs invariably prefer to use non-IG functionals since they are the experts charged with establishing policy guidance in the first place.

However, in cases where an IG inspector is used on a SAV, the MAJCOM IG will normally encourage the open exchange of information (and ensure fairness to the unit) by not sending that particular inspector back to formally inspect the same unit where he/she conducted the SAV, unless at least six months or so separates the SAV from the actual inspection.

TIG Brief thanks to Maj. Tim Hansen, SAF/IGI, for coordinating this response.

TIG BIRD



The HH-60G Pave Hawk conducts day or night operations into hostile environments. Read all about it at www.af.mil/news/factsheets/HH_60G_Pave_Hawk.



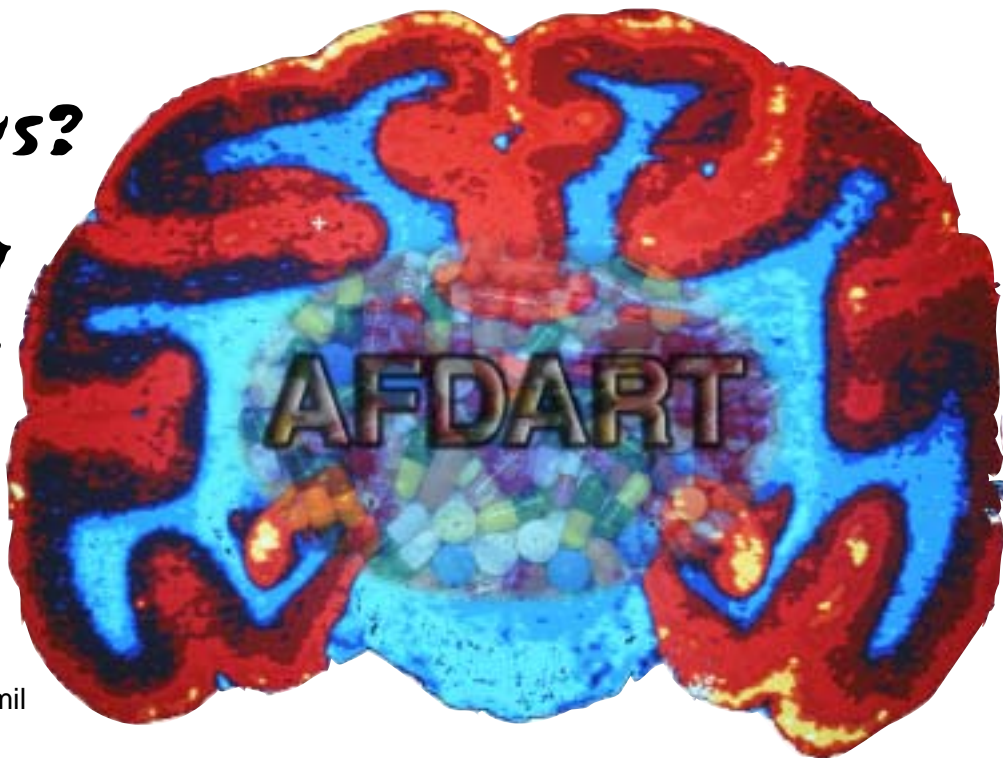
Today, it's ecstasy.
Tomorrow,
who knows?

Drug Abuse Reduction Team

Maj. Mike Richmond

AFOSI/PA

michael.richmond@ogn.af.mil



As times change, so do the preferences of those who use illegal drugs in the Air Force.

Yesterday, cocaine and marijuana. Today, ecstasy.

Tomorrow, who knows?

One time-tested certainty, however, is the fact that it takes more than a handful of fingers from a variety of disciplines to plug all the cracks in the dike through which illegal drugs flow.

This fact led to the creation last year of the Air Force Drug Abuse Reduction Team, or AFDART, a collection of blue suiters brought together to shore up anti-drug solutions at a time when the Air Force found itself battling a steep increase in the use of the drug ecstasy, the latest illegal drug

of choice for America's youth.

Under the direction of the Air Force Inspector General, AFDART assembled for the first time all the hole-plugging fingers necessary to tackle the drug issue.

One of AFDART's key players was the Air Force Office of Special Investigations, whose agents get a close-up of the service's drug war almost daily.

"We first identified a significant upward trend in the abuse of ecstasy by Air Force personnel during the last quarter of calendar year 1999. In calendar 2000, the number of drug investigations involving ecstasy increased by 500 percent over 1999," said Special Agent Bill Blaisdell, OSI representative to the team. "In order to develop

valid and workable strategies to deal with the problem, it was necessary to include everyone associated with this problem, not just OSI."

And that's just what AFDART did. Apart from OSI, the team included Air Staff-level experts from legal, medical, security forces, personnel, public affairs, recruiting, and the reserve and National Guard components. Together, the team painted a picture of the problem from a multi-discipline perspective, and the mosaic opened a lot of eyes.

For example, the team learned that the Defense Department urinalysis test required of all new recruits at Military Entrance Processing Stations detects only marijuana

and cocaine; yet, once on active duty, all Air Force members are subject to urinalysis tests that detect marijuana, cocaine, amphetamines, methamphetamines, PCP, LSD, opiates and barbiturates, plus ecstasy when the methamphetamine test comes up positive. The implication: users of certain drugs can slip through the screening cracks.

Blaisdell said OSI's main contribution to the team was insight into the nature of ecstasy use, to include who's using it, where and when.

"Primarily, ecstasy users in the Air Force are 18 to 25 years old, in the ranks of E-1 to E-3," Blaisdell said. "The drug abuse problem in the Air Force is one of abuse, not drug trafficking. It is rare to find a hard-core drug abuser or drug distributor in the ranks. Instead, these are young adults, in social situations late at night, succumbing to peer pressure and making bad decisions."

With that in mind, six of the team's nine concluding recommendations focused on education and awareness initiatives. These included the creation of a standardized aware-

ness program, anti-drug messages from the Air Force chief of staff, and the creation of awareness videos that articulate the chief of staff's expectations on drug abuse and the adverse effects of drug use on the body.

Blaisdell believes the awareness blitz will have a positive impact.

"I believe we will see a positive change, at least temporarily," he said. "If the nature of the drug problem shifts in the future, then the strategies talked about and developed by AFDART may not apply, and certain issues may have to be re-evaluated."

Accordingly, the team plans to constantly re-assess the trend data, meeting semi-annually, in November and May.

In the meantime, no one is naïve enough to believe that it's time for a breather.

"Drugs are not going away," said Lt. Col. Kevin Jacobsen, chief of OSI's Criminal Investigations Division. "The drug of choice will change from time to time, but you can never get rid of them completely, because what's going on in the civilian world eventually finds its way

into the military world, albeit in smaller numbers."

With that in mind, Jacobsen said OSI continues the fight with a head-on approach.

"We're very proactive about this; we don't just sit back and wait for some commander to let us know that somebody turned up positive on urinalysis," he said. "In fact, that's by far the exception. The vast majority of our cases are generated by good, solid investigative work, not urinalysis results."

The investigative work includes undercover operations, developing sources of information, liaison with local, state and federal law enforcement personnel, and participating in late-night gate checks.

"It's anything but a 'head-in-the-sand' approach," Jacobsen said. "It's much more like a hunting dog. We are serious about this problem and will continue to attack it vigorously." ♦

Richmond is a regular contributor to TIG Brief.

Imagists This Issue

Cover: Tech. Sgt. David Ahlschwede

2: Mr. Scott Spitzer

9: Tech. Sgts. David Richards and Cary Humphries

12: Senior Airman Greg Davis

15: Spc. Daniel Ernst

16: Airman 1st Class Joanna Reihle

21: PH2 Leland Comer



TIG BITS

*Lessons + Best Practices
from the field*

Recruiters show 'em how at Luke air show



At the Luke AFB, Ariz., annual open house and air show, the 362nd Recruiting Squadron let their commitment to excellence shine through by setting up an exceptional recruiting display.

The Air Force Inspection Agency singled out the display as a Best Practice in a recent Eagle Look (management review), *Air Force Open House and Air Show Program*. For a copy of the report, authorized individuals can contact gary.willis@kafb.saia.af.mil.

The display was located on the ramp adjacent to static display aircraft. The recruiting squadron commander, superintendent, first sergeant, public affairs representative and officer accession team manned the display, which included a mini-jet and a cockpit familiarization trainer, a simulator headed to salvage that was donated to and refurbished by the 362nd RS. Also, the Air Force Reserve provided an inflatable suit worn by the recruiter.

The recruiting squadron commander said that they received more than 150 interest cards from their involvement in the Luke air show.

Tech. Sgt. Robert Kitto
Comm.(623) 334-4275
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Cannon's resourcefulness

The American Petroleum Institute has recognized Cannon AFB, N.M.'s fuels resource control center for its continuity and training guide. The guide, an effective tool to enhance the working capability of the fuels automated system.

The guide details the center's daily processes. Its words and pictures allow an individual with minimal experience to perform the duties of a resource controller.

The guide has increased training effectiveness and made the training of resource controllers much more comprehensive. Detailed training guidelines provide the knowledge necessary to reduce the number of errors when making fuels accounting transactions.

Staff Sgt. Mical Turner

DSN 681-4145

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Eielson mixes exercises with reality

During Cope Thunder exercises at Eielson AFB, Alaska, aircrews and intelligence personnel are tested to their limits by an automated data broadcast and collection system that integrates real-world broadcasts, scripted exercise events, and real-world training range activity. The information is transmitted through SIPRNET to multiple servers and locations.

During exercises, personnel are presented with a large volume of realistic data representing the ranges and battle space in near-real-time to analyze, integrate into mission planning, brief, and debrief.

The program:

- Provides superb training for aircrew and intelligence personnel
- Does not impact real-world broadcasts or require extensive coordination and approval.
- Simultaneously provides data to units in different facilities and at multiple geographically separated locations.
- Provides flexibility to handle a dynamic exercise environment.
- Eliminates the possibility of confusing real world and exercise data in critical work centers.

Capt. Michael D. Williams

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Tyndall partners with local high school

The Tyndall AFB, Fla., Education Flight and other base agencies maintain a unique mentoring work-study program with high school students from the community who are selected by the school because they are considered at-risk. Students attend four hours of classroom instruction and work four hours each day at the base.

All but one of the 40 students completed high school last school year.

David Marcum

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Fairchild's medical record screening

Medics at Fairchild AFB, Wash., conduct a 100-percent medical record review on all students attending Survival School.

On their first day, students fill out a medical screening questionnaire. Medics review medical records and questionnaires for any history of medical or psychological problems that could prevent a student from safely completing training.

If a problem is found, the student reports to the clinic for evaluation. If cleared by a physician or physician's assistant, the student may return to training, with profiling as necessary. If the physician cannot clear the student, then the trainee returns to the home base for treatment.

Fewer injuries have been noted since this tool has been applied. Consequently, fewer students are pulled from training, thus completing training on time—a cost savings for the Air Force.

Without the screening process and evaluation, the students with medical complications during training would have had to return to base and complete the process there, creating a 25 percent medical turnback rate.

However, the 25 percent identified were prevented from potential exacerbation of their medical condition by use of training restrictions or other treatments. They completed their training without complications.

Staff Sgt. Gregg Brownlee

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TIG BRIEF
NOV - DEC

13
2001

NAF

ENTITIES & FUNDS

Part 2 of 2

Col. Gary Leonard, USAFR AFIA/JA gary.leonard@kafb.saia.af.mil

Mr. Ben Marcak AF/SV

In the Sept.-Oct. *TIG Brief*, we discuss Private Organizations (POs) on Air Force bases and the important functions they perform. We discuss some of the rules they are formed under and the Air Force Instruction (AFI 34-223) which governs POs.

In this installment, we will discuss a totally different kind of entity, nonappropriated fund instrumentalities (NAFIs) and their funds, that is, nonappropriated funds (NAFs).

This article does not cover all aspects of NAFIs and NAFs; it provides an overview of the instruction which addresses them.

NAFIs and NAFs are governed by AFI 34-201, *Use of Nonappropriated Funds* (Oct. 1, 1999).

NAFIs

NAFIs get their name from the fact that they don't use funds appropriated by Congress even though they do generate and expend federal funds. A key concept here is that these activities must generate enough funds to keep themselves in business.

Unlike POs, which are private entities, NAFIs are integral parts of the Department of Defense and Air Force and are instrumentalities of the federal government. They carry out specific, assigned functions primarily aimed at providing goods and services to the military community.

Typical NAFIs on a base are:

- the Army and Air Force Exchange Service (for example, the base exchange, service station and shopette),

- the Base Lodging Fund (provides supplemental mission support to lodging facilities) and

- the base Morale, Welfare, and Recreation (MWR) Fund (provides activities like the golf course, aero club, bowling center, etc.).

The purpose of NAFs is to provide for the "collective welfare of military personnel, their families and authorized civilians" (AFI 34-201). NAF use is tightly regulated by the Air Force. Generally, NAFs "provide goods, services, facilities, equipment and manpower for MWR programs and activities."

NAFIs and NAFs are closely monitored within the Air Force. AFI 34-201, Chapter 2, cites in detail what functions authorities at basic levels must perform. For instance, the base NAFs council

NAFIs
must
generate
enough
funds
to keep
themselves
in business.

must be appointed by the installation commander.

The base commander's responsibilities are outlined in paragraph 2.3, the MAJCOM commander's responsibilities are outlined in paragraph 2.2, and the responsibilities of the base NAFs council are specified in paragraph 2.6.

The AFI also sets up the procedures for establishing NAFIs and for dissolving them, if necessary. The instruction sets these out in chapter 3.

The Air Force views NAFIs as important because they can positively affect the quality of life at Air Force installations.

It should also be clear from its close watch on NAFIs that the Air Force recognizes their important contributions to the mission.

If you have specific questions concerning NAFIs and NAFs, your installation NAFs council and staff judge advocate have the answers. ♦



Community prevention efforts

What medical inspectors look for

Lt. Col. Patricia Moseley

AFIA/SGI

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Community prevention efforts supporting military population health are subject to inspection by the Air Force Inspection Agency Medical Operations Directorate (AFIA/SG).

Community prevention requirements are embodied in an array of medical command and medical series Air Force instructions and policy letters regarding substance abuse and the demand-reduction program, suicide prevention, health promotion and family maltreatment.

This article focuses on the inspection evaluation criteria derived from the overarching AFIs that embody guidance for community prevention.

The cross-functional nature of community prevention has a synergistic effect on related working groups.

FORCE MULTIPLIER

Community prevention efforts can be a force multiplier when base agencies responsible for managing human factors and challenges ...

- ... join to identify desired community outcomes,
- ... target specific base concerns,
- ... choose feasible solutions,

... share resources of community programs to resolve targeted problems and

... track progress over time until the desired community outcomes are achieved.

STANDARDS AND CRITERIA

Operational and Prevention Standards guide the inspection of life skills support programs. The standards are in the HSI Guide, which also has the evaluation criteria examining compliance with cross-functional requirements in community prevention efforts.

The evaluation criteria for community prevention efforts are derived from AFIs dealing with family advocacy, alcohol and drug abuse, and suicide and violence.

Compliance with AFIs focused on community prevention can ensure targeted populations are affected. For example, a recent Chief of Staff memo on drug abuse acknowledges "that the more critical task is influencing the 'fence sitters,' those airmen vulnerable to peer pressure ... this is where we can save careers and lives."

An HSI Guide Element on Alcohol and Drug

Abuse examines community substance abuse prevention efforts and responsibilities of the prevention and treatment program manager, in part with the Integrated Delivery System (IDS). Medical inspectors review the IDS or Community Action and Information Board (CAIB) minutes and attachments for attendance, discussions, briefings, educational materials or metrics used to track progress on base-specific substance abuse issues and community outcomes.

Examples of interagency collaboration promoted through base publications and activities may include diversion activities for airmen, designated driver or airmen ride-home programs, or marquees congratulating squadrons with no drunk-driving incidents.

PREVENTION, EDUCATION

The HSI Guide also addresses prevention and education efforts for the non-active duty population. The guide also carries demand-reduction and substance abuse prevention evaluation criteria.

The Drug Demand Reduction Program manager provides outreach activities aimed at the non-active duty populations (dependents, retirees and school-age children). After completion of drug testing program requirements, drug reduction personnel may assist with drug and alcohol prevention and education activities for active-duty personnel.

Medical inspectors verify compliance with prevention and education requirements by reviewing minutes from structured community prevention coalitions or the IDS and CAIB meetings.

Other examples of materials

inspectors review are: curricula from meetings to help parents recognize children's drug experimentation, planning rosters and advertisements of base diversion activities for families, or substance abuse prevention articles aimed at retirees, published in the base newspaper.

Suicide prevention requires a community effort. A recent Air Force Surgeon General memo identifies initiatives underway to improve the Community Suicide and Violence Awareness Program.

One upcoming change ensures that suicide prevention training is done "live" rather than via the worldwide web. Underscoring the memo is the message that all Air Force people must be "invested in suicide prevention."

SUICIDE AND VIOLENCE

Yet another HSI Guide element examines compliance in training, monitoring and reporting suicide and violence awareness education to the Integrated Delivery System. During an inspection, Life Skills Support Programs can provide the Suicide and Violence Prevention Education Metrics Spreadsheet. IDS minutes and attachments are reviewed for discussion and problem-solving efforts.

Medical inspectors review slide presentations and handouts to ensure that training materials include awareness of suicide risk factors, referral procedures and violence awareness. Some personnel catalogue base newspaper articles highlighting prevention training or special events.

Prevention of domestic violence and child maltreatment is a community effort.

FAMILY FIRST

Earlier this year, the Family

Advocacy Division issued a Family Advocacy Program IDS Representative Policy Letter addressing the intent and role of the Family Advocacy Outreach Manager (FAOM).

Family Advocacy Primary and Secondary Prevention parallels *Air Force FAP Standards*, July 1998. Documentation should show:

- FAP Prevention Plan linkages to the IDS and the annual IDS Community Plan.
- The FAP marketing plan coordination with the IDS and its marketing strategies.
- Primary and secondary prevention programs coordination through the IDS.

The goal of community prevention is to support military population health by reducing the negative impact of substance abuse, suicide prevention and family maltreatment.

AFIs and policy letters provide a framework for cross-functional processes to strengthen and revitalize our military members, their families and our community. The Air Force Inspection Agency provides inspection oversight to ensure compliance with instructions for community prevention. ♦

A veteran contributor to TIG Brief, Moseley is a medical inspector for AFIA. She holds a doctorate in social work from the University of Georgia and a master's degree in social work from the University of Pennsylvania.

BASH BASH BASH

Master Sgt. Kelly Godbey
Assistant Editor
 kelly.godbey@kafb.saia.af.mil

One of the greatest threats to Air Force pilots and aircraft isn't a weapon. It's our feathered friends.

Air Force records show that since 1985 there have been almost 47,000 bird strikes, 32 aviator deaths, 19 aircraft lost and more than half a billion dollars in equipment damage.

To address the issue, the Air Force has established BASH, the Bird/Wildlife Aircraft Strike Hazard program.

Behind the scenes at bases worldwide, a myriad of activities are performed by Birdstrike Hazard Working Groups, teams dedicated to reducing the bird strike potential. Civil Engineering, Airfield Operations, Operations Group, and Safety are key players. Aircrew and airfield operations personnel have an important role as the eyes of the team.

How to improve your base-level BASH program

A number of techniques can reduce the number of birds on an airfield.

An effective BASH program does not rely on a single means to deter birds.

Grounds maintenance and vegetation control on the airfield and

flightline are designed to keep habitat, nesting material, food and water at a minimum. Plants selected for base landscaping should not provide an attraction to wildlife.

Eliminating food sources, particularly around the flightline, reduces the desirability of the airfield to birds.

Halogen lighting reduces the insect population that both harasses people and supplies food for birds on the ramp and around the hangars. Where possible, grass areas around runways and taxiways should be allowed to grow taller, keeping birds from gathering.

Drainage control measures

also might lessen the amount of standing water in and around airfields, reducing the "birdbath effect" and the presence of insects.

Scare techniques are also effective in dispersing birds from airfields. The most common bird scare devices include pyrotechnics, propane gas cannons, live traps, herbicides, pesticides, foggers and repellents. ♦

TIG Brief thanks the Air Force Safety Center's Mr. Eugene LeBoeuf, chief of the Air Force BASH Team, for his expert assistance with this article.



BAM BAM BAM

& Other Technologies

What new technologies are available to BASH programs?

NEXRAD (Next Generation Radar): NEXRAD radio waves reflect off any precipitation. They also reflect off flocks of birds, similar to the Doppler radar screens seen on television weather reports. When NEXRAD detects a flock it gives the airfield managers a screen full of red and yellow blips indicating a bird strike threat to the airfield. NEXRAD can detect as few as eight birds flying closely together.



Thermal Imaging: Thermal-imaging devices can be used to allow ground and tower personnel to pinpoint bird locations day or night, giving airfield management the ability to launch countermeasures and warn aircrews. Airfields worldwide are at a disadvantage when it comes to being able to spot flocks and warn aircrews of their location either on the ground or close to the airfield. Birds simply cannot be seen easily during the day and are nearly invisible to

planes at night and during low visibility. The range is approximately four miles. Thermal imagery turns a passive BASH program into an active program.

BAM (Bird Avoidance Model): BAM offers one of the best planning tools available to aircrews, schedulers and planners.

It is a predictive model designed to reduce the risk of bird strikes. BAM charts provide a historical snapshot of bird activity in a given location.

By viewing BAMs during scheduling or mission planning, supervisors and aircrews can make risk control decisions before take-off.

The most current BAMs can be found at the Air Force Safety Center's web site:

<http://safety.kirtland.af.mil/afsc/bash/home.html>.

AHAS (Avian Hazard Advisory System): AHAS provides information on bird strike risks in the eastern and central United States.

Whereas BAM is based on predictive bird activity, AHAS (www.ahas.com) supplies near-real-time information, providing aircrews the information needed to make the safest choices during flight operations.

AHAS is limited by the fact that it cannot single out one or two birds since radar return depends upon the density of a grouping of birds.

While AHAS is a fantastic early warning system, it is not the sole solution. It's simply another tool to combat bird hazards. ♦



IG PROfiles

Master Sgt. Anthony Coomes



Duty Title: Superintendent, Information Systems Inspections

Organization: Headquarters United States Air Forces in Europe Inspector General

Air Force Specialty: Communications-Computer Systems Operations

Veteran of: Eight Nuclear Surety Inspections (NSIs), five Functional Inspections (FIs), an Antiterrorism/Force Protection (AT/FP) Assessment, an Operational Readiness Inspection (ORI), and a NATO Tactical Evaluation (TAC EVAL)

Job Description: Inspects and evaluates communications information systems

management and performance, Automated Data Processing equipment security and accountability, and handling and control of Air Force Communications Security and European Command two-member control materials for 35 USAFE units.

Hometown: Evansville, Indiana

Years in Air Force: 18

Volunteer Work: KMC Armed Forces Communications-Electronics Association (AFCEA) scholarships and awards chairman; awards committee for annual German-American Special Olympics; acquired hardware and configured computer laboratory for Ramstein Intermediate School special education program.

Lt. Col. Kenneth "Bear" Sharpless



Duty Title: Division Chief, Plans and Programs/IG Team Chief

Organization: USAFE/IG

Air Force Specialty: Personnel

Years in IG Arena: 4, to include a tour with the Air Force Inspection Agency

Veteran of: 10 NSIs, six Compliance Inspections and an ORI.

Job Description: Responsible for USAFE/IG inspection program standardization, policy and implementation. Schedules, plans and conducts all command-wide IG inspections. Team chief for USAFE/IG nuclear surety, joint safety and security, and functional

inspections, leading teams of up to 120 inspectors providing the USAFE commander an accurate assessment of mission readiness. Prepares all USAFE/IG inspection reports and performs inspection analysis. Monitors directorate suspenses and ensures quality of IG products. Manages directorate communications and PC III systems; provides management oversight on personnel equipment expenditures, an over \$1 million budget. This position is selectively manned.

Hometown: Goldsboro, N.C.

Years in Air Force: 21

Air Force Materiel Command inspectors report evidence of an effective Maintenance Standardization and Evaluation Program (MSEP) at air logistics and test centers after three years of effort.

The MSEP inspection team's charter is to evaluate the full spectrum of AFMC's aircraft and equipment maintenance programs, with the goal of providing the command's customers with technically compliant products and services.

The program is a back-to-basics initiative implemented as a result of the AFMC commander's concerns over quality of maintenance.

As a result of AFMC's emphasis on MSEP, quality assurance programs receive increased emphasis, improving the focus on attention to detail and driving significant improvements in accuracy of documentation, quality of maintenance, and increased compliance in every maintenance-related area.

AFMC/IG was tasked in fiscal 1999 to develop an inspection program covering four major categories:

- maintenance management
- technical data
- tools and equipment

MSEP UPDATE



Maj. Ken Corgan
HQ AFMC/IG
DSN 787-6333

- qualification and training

An MSEP inspection also involves assessing maintenance technician proficiency as well as technician/task compliance with: technical orders, standards set by AFOSH (Air Force Occupational Safety and Health), as well as Air Force and AFMC guidance and operating instructions.

MSEP targets aircraft maintenance practices such as: proper use and maintenance of tools and equipment, use and compliance with technical data, accuracy and completeness of work-control documents, foreign object damage program management and compliance, technician qualification and training, and enforcement and compliance with safety standards.

The MSEP inspection team,

made up of both core and augmentee inspectors, is tailored to the size of the inspected unit and uses approximately 40 checklists to evaluate critical areas.

The team has visited all three ALCs twice since fiscal '99, plus the Air Force Flight Test Center at Edwards AFB, Calif., Arnold Engineering and Development Center, Arnold AFB, Tenn., and the Aerospace Maintenance and Regeneration Center, Davis-

Monthan AFB, Ariz. The team is scheduled to visit the Air Armament Center, Eglin AFB, Fla.

Establishing and maintaining technical conformance is far from easy. The numerous complicating factors require sound processes, aggressive quality assurance and training programs, and vigilance by all levels of supervision.

Now the challenge is to keep the momentum going to refine processes, ensure compliance with baseline requirements and strive for continuous improvement.

For detailed MSEP information, visit the AFMC/IG web page at <https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/IG>, or contact Lt. Col. Neil Erno or Chief Master Sgt. Tim Gray, DSN 986-2273. ♦

MISSION *brief*

Highlighting unique Air Force organizations

Real-world common sense and moxie

The Air Force Logistics Management Agency is a field operating agency assigned to HQ USAF/IL.

Located at Maxwell AFB, Alabama, AFLMA uses a broad range of functional, analytical and scientific expertise to produce innovative solutions to problems and design new or improved concepts, methods, systems, or policies that improve peacetime readiness and build war-winning logistics capabilities.

The agency delivers robust, tailored answers to the most difficult and complex Air Force logistics problems. This can be seen in their efforts and partnerships, which turn expeditionary airpower support concepts into real-world capability. It can also be seen in AFLMA's work in making dramatic improvements to the Air Force supply system and developing high-impact logistics publications, as well as the agency's leadership in planning and making logistics play in wargames, simulations and exercises truly meaningful.

AFLMA "works the important projects that shape tomorrow's Air Force, and delivers what our customers need today."

Anyone can submit a proposed

project, problem, or area for further study; it must be channeled through the appropriate command director of logistics. The proposed study undergoes an extensive preliminary analysis before being accepted as a study. The functional analysts ensure project results are sound, logical and practical.

The agency keeps the project sponsor updated on the progress of the study and, at the end of the study, provides a detailed report that outlines the problem, makes specific recommendations, and provides solutions.

"An important aspect of our commitment to customers' needs is the diversification of project sponsors and tailoring our efforts," said Col. Ronne

Mercer, AFLMA commander.

AFLMA's people are all professionals from logistics functions, operational analysis sections, and computer-programming shops. Virtually all of them

have advanced degrees. "Most importantly, we have the kind of recent field experience that lets the agency blend innovation and new technology with real-world common sense and moxie," Mercer said. The agency's special blend of problem-solving capabilities is available to every logistician in the Air Force. Visit <http://www.il.hq.af.mil/aflma>. ♦



RESOURCES

- **Computer languages, software:** Agency computers run FORTRAN, C, INSIGHT XL, Mathematica, ORACLE, GAMS, MathCad, SPSS, Arena and various mathematical modeling packages.

- **Air Force Supply Data Bank:** The agency collects history data from all Air Force host supply accounts and the satellites they support worldwide for AFSDB. The data banks provides data for

AFLMA analyses of logistics studies of major problems or logistics improvements in supply, maintenance, contracting, transportation and wartime planning.

- **Transportation Data Bank:** AFLMA developed the TDB using data from CAFVIMS, the Command Air Force Vehicle Integrated Management System.



CAPABILITIES

HISTORY *brief*

On this day... ... in November

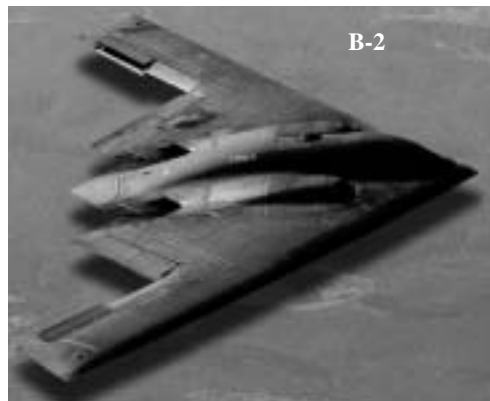
Nov. 27, 1912: The Army Signal Corps purchases the first of three Curtiss-F two-seat flying boats.

Nov. 23, 1964: Tactical Air Command C-130s of the 464th Troop Carrier Wing and Belgian commandos rescue hostages held in Stanleyville, Republic of Congo (now Zaire).

Nov. 1, 1968: Rolling Thunder operations in Vietnam end.

Nov. 14, 1969: Air Force personnel at locations throughout the world support the Apollo 12 launch and recovery operations.

Nov. 29, 1975: The first red flag exercise at Nellis AFB, Nev., begins a new era of highly realistic training for combat aircrews.



B-2

Nov. 10, 1988: The Air Force reveals the existence of the Lockheed F-117A stealth fighter.

Nov. 22, 1988: Northrop and the Air Force roll out the B-2 stealth bomber at Air Force Plant 42 in Palmdale,

Calif.

Nov. 26, 1991: The lowering of the American flag at Clark AB, Philippines, signals the closing of the largest overseas U.S. Air Force base in the world as well as the end of more than 90 years of U.S. presence there.

November 1994: NATO launches the largest operation to date when they bomb Serb targets, including an airfield and missile sites in the former Yugoslavia as retaliation for a Serb attack on Bihac.



XB-47

... in December

Dec. 23, 1907: Brig. Gen. James Allen issues the first specification for a military airplane.

Dec. 1, 1941: Civil Air Patrol established.

Dec. 7, 1941: Imperial Japanese forces attack Pearl Harbor.

Dec. 17, 1947: The prototype Boeing XB-47 Stratojet bomber makes its first flight from Boeing.



Yeager

Murray

December 1953: Maj. Charles E. Yeager and Maj. Arthur Murray establish a speed record of Mach 2.435 (about 1,650 mph) and an altitude record of 90,000 feet, respectively, in the Bell X-1A.

December 1989: Reserve units take part in Operation Just Cause, airlifting passengers and cargo to Panama.

Dec. 24, 1990: Nearly 7,130 reservists are called to support Operation Desert Shield. Another 1,660 are on active duty as volunteers.

Dec. 27, 1992: An F-16 Fighting Falcon shoots down an Iraqi MiG-25 while patrolling a United Nations no-fly zone near the Iraqi border.

Dec. 15, 1992: England AFB, La; Eaker AFB, Ark; and George AFB, Calif., are closed.

We
Remember
Our
Fallen
Comrades
9.11



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